30 November 1984

MEMORANDUM FOR:

SUBJECT: Evaluation of Training Curriculum: Propositions and Objectives

1. OTE has always done some evaluation of its curriculum. This evaluation has been uneven and has not been institutionalized. The office needs to have an evaluation program.

> Objective (1): The Office establishes a small evaluation group.

2. Evaluation is difficult and OTE's courses and training efforts are very disparate; these require different evaluation techniques, and procedures. The line divisions responsible for training cannot bear the entire responsibility for evaluation but they must be a strong and energetic participant in that evaluation.

> Objective (2): The evaluation group reports to the Assistant Director of Training for Curriculum and through him or her to the Curriculum Committee. The Curriculum Committee sends evaluation reports and recommendations to the D/OTE for decision.

> Objective (3): The evaluation group's first task will be to establish an evaluative process (via an evaluation guide) with the concurrence of the Curriculum Committee.

> Objective (4): The evaluation group will do few, if any, evaluations itself. Its ongoing purpose is to organize the evaluative effort, and help set-up specific evaluations, and attest to the viability and professionalism of evaluations, and act as the Curriculum Committee's evaluative arm.

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    3.   The purpose of training in CIA is to help Agency
officers do their jobs better. Evaluation of training should be
guided by that principal.

> Objective (5): The evaluation process should
>   emphasize the evaluation of skills
>   training (about 70% of OTE's total
>   training).

    4.   A major purpose of evaluation will be to help OTE make
decisions on the disposition of increasingly scarce resources.

> Objective (6): Evaluation will have to take into
>   account cost-benefit of training.
>   Also, its emphasis should be on
>   courses or curriculum that are
>   resource-heavy.

    5.   Evaluation must play a vital role in meeting upcoming
training - challenges and in making the curriculum-drives-
resources system work.

> Objective (7): We should agree on these (or amended)
set of objectives and proceed forthwith.